



Montgomery County Government

MEMORANDUM

April 16, 1986

TO: County Council

FROM: Andrew Mansinne, Jr., Director, Office of Legislative Oversight

SUBJECT: Office of Legislative Oversight Interim Memorandum Report:
Review of the Historical Workload Statistics of the County
Attorney's Office

PURPOSE. To provide the County Council with an interim report on the historical workload statistics of the County Attorney's Office.

AUTHORITY. Council Resolution No. 10-1741, subject: CY 1986 Work Program of the Office of Legislative Oversight, adopted February 11, 1986.

BACKGROUND AND SCOPE. When the GSA Committee reviewed the proposed CY 1986 work program for the Office of Legislative Oversight (OLO), Council President Hanna recommended that OLO review the activities of the County Attorney's Office.

Subsequently, the Council approved a project in Council Resolution No. 10-1741 which specifically directed OLO to examine the allocation of staff time, kinds of court cases handled by the County Attorney, types of suits filed by the County and against the County, the use of outside counsel, and the overall work distribution of the County Attorney's Office by category of legal activity.

DISCUSSION. The County Attorney's Office has over the past few years instituted various work management programs designed to capture and record the total activities of the office. Each system had its unique characteristics, with all containing some method of correspondence control, work categorizing (requests for opinions, hearings, court appearances, contract review, etc.) and retrieval. Each of these programs were unsuccessful for a variety of reasons, two of which being the lack of sufficient automation and the over-dependence on manual retrieval.

Two prior programs serve as examples. A Correspondence Control System was dedicated primarily to that function and, therefore, did not provide for adequate application to the myriad other activities in the Office. Another program requiring the maintenance of manual time sheets, proved to be impractical because of the time required to fill out the forms and to search manually when retrieving historical information.

In late 1985, the acquisition of the WANG Alliance system, and the realization that the current systems were not fully satisfactory, provided the impetus to design a fully automated work management system. Using the experience gained from other systems, especially one developed within the Office's Personnel/Civil Rights Team, the Deputy County Attorney designed a workload measurement and management system which was initiated in March 1986. This new automated system is expected to provide the County Attorney with necessary management data concerning correspondence control, workload statistics, real time status of actions and retrieval of historical data.

EXPERIENCE IN OTHER JURISDICTIONS. Inquiries were made with County Attorney offices in other local jurisdictions concerning their work management programs. The inquiries revealed that most do not have an automated program, relying on manual correspondence control forms and filing systems (Arlington and Baltimore County). Another jurisdiction (Fairfax) has recently initiated a system which basically copies and expands upon the system used by the Personnel/Civil Rights Team of our County Attorney's Office. The fourth County queried (Prince Georges), has designed an inhouse automated information processing system. Because their system is built around the organization and management structure of that County Attorney's Office, it is not readily transferable for use in our County Attorney's office.

SUMMARY AND CONCLUSION. In March 1986, the County Attorney's Office designed and initiated an automated work management system. Previous workload management systems were deficient for a variety of reasons, primarily the manual aspects of the systems and the inability to search and retrieve workload statistics without a large expenditure of time in manually sorting time sheets and control forms.

The Office of Legislative Oversight will continue to monitor this new automated system over the next six months, at which time a progress report will be submitted to the Council. Finally, prior to the review of the FY 88 Operating Budget, OLO will report to the Council on the workload statistics which will have been collected for the 12 month period from March 1986 through February 1987.

Prior to final publication of this Memorandum Report, a draft copy was provided to the County Attorney for comment.

AM:csb

cc: Chief Administrative Officer
County Attorney
Director, Office of Management and Budget
Robert Kendal, Assistant Chief Administrative Officer
Art Spengler, Council Staff Director